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Approved For Release 2002/05/09 : CIA-RDP84-00499R000600040067-4

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Approved For Release 2002/05/09 : CIA-RDP84-00499R000600040067-4

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Approved For Release 2002/05/09 : CIA-RDP84-00499R000600040067-4

Dispatch Processing Time Survey; April - May 1958

1. In 1954, March through July, a survey was made by FI/RI for the Executive Officer, DD/P to determine the average headquarters processing time required for outgoing dispatches. A sample of at least ten dispatches per month was taken for each of

In 1958, the O&M Staff, DD/P Area, conducted a survey of headquarters processing time for both incoming and outgoing dispatches, using a five percent sampling of each. In the 1954 and the 1958 surveys, headquarters processing time was the time difference between the date of origination of the dispatch and the date the dispatch was pouched from the FI/RI Dispatch and Pouch Section out of the Agency.

A comparison of the results of these two surveys follows:

	Headquarters Processing Time 1954	Headquarters Processing Time 1958	Improvement in Processing Time
	13.5 days	3.5 days	74% decrease
	8.2 "	4.2 "	49% "
	17.9 "	5.2 "	71% "
	14.8 "	3.9 "	74% "
	9.8 "	3 "	69% "
	9.7 "	5.3 "	45% "
	9.6 "	5.7 "	41% "
	12.2 "	4.2 "	66% "
	10.1 "	5.1 "	50% "
	9 "	4.4 "	51% "
	11 "	3.4 "	69% "

Although the comparative sampling reveals an average 60 percent improvement in processing time, it is believed that there should and can be made a much greater improvement before the dispatch can be considered competitive with, and offer relief to, the cable medium.

2. In order to bring out the specific points in processing where improvement could be made and further decrease processing time for both incoming and outgoing dispatches, this survey utilized the technique of attaching survey forms to the dispatches. The pertinent information noted on these forms was work time expended on the dispatch, time waiting in workbox to be worked on, or time waiting to be picked up by courier, and time required for delivery to the succeeding point in the processing. Admittedly, the presence of survey forms speeded up the processing time for these dispatches. However, in spite of this probability, the facts which developed from the survey have established the following areas of potential improvement for outgoing dispatches which should be brought to the attention of the organizations concerned for corrective action:

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- a. On the average, there is a delay of 10.9 hours between the time a dispatch is received and the time it is forwarded by Releasing Officers in FE Division, with an allowance of 1/10 of an hour for making a decision to release the dispatch (work time). The average delay time of dispatches at the Releasing Officer step for other operating divisions' material is from six minutes in SE to 42 minutes in EE.
 - b. In general, the amount of time presently required to move dispatches between one processing point and another is excessive. This pertains not only to the time dispatches lie in boxes waiting to be picked up and their delivery by courier, but to the time dispatches lie in boxes at mail points and on desks waiting to be acted on at all levels. On the average, the "Box and Transit Time" (time dispatch waits in a box to be picked up, plus the time required for the courier to deliver it to the next point for action) varies from an average of .1 hour between RI/Receipt and Delivery Section and RI/Dispatch and Pouch Section to an average of 9.0 hours between the various area division Coordinator and Releasing Officer points. The high average Box and Transit Time was 24.1 hours for NEA material between the Authenticator and Coordinator points.
3. Processing time for incoming dispatches was examined from point of receipt in RI/D&P to delivery at the action desk in the area division. The following areas for potential improvement should be brought to the attention of those organizations concerned for corrective action:
- a. Average delay time for NEA and FE material at RI/D&P is 4.8 hours and 3.9 hours respectively. Average delay time at this point for other divisions' material is from .7 hours for WH to 2.4 hours for WE.
 - b. Average delay time for WH material at RI/Typing Section (RI/TY) is 15.3 hours. Average delay time at this point for other divisions' material is from 4.5 hours for EE to 9.3 hours for SE.
 - c. As in the case of outgoing dispatches, the Box and Transit time for incoming dispatches is excessive, varying from an average of 6.5 hours between RI/D&P and RI/Analysis Section (RI/AN) to an average of 19.6 hours between RI/Top Secret Section (RI/TS) and the action addressee. The high average Box and Transit Time was 32.6 hours for EE material between RI/TS and the action desk.

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Summary of Interim Report on Airgram (2 April 1958)

1. The success of the Airgram at the Department of State has resulted primarily from the following factors:

- a. The wide use of APO and Air Mail Registered pouch channels for Secret material, which results in a more rapid pouch transit system than the courier-accompanied channels required for Top Secret material.
- b. Even faster pouch channels are available for the Department's Confidential and unclassified material, which makes the Airgram even more attractive for material of this classification.
- c. The Department of State uses the Airgram as a substitute for the cable only, and its effectiveness is dependent upon its use as such.

2. This Agency considers present APO and Air Mail Registered pouch channels as insecure for material classified Secret. As a result, current Agency policy requires that all pouch material classified Secret must be transmitted through Top Secret channels to assure secure handling. This represents a serious overriding disadvantage to the use of the Airgram procedure in this Agency for the following reasons:

- a. The majority of this Agency's communications are Secret;
- b. Communications transmitted through Top Secret pouch channels do not move as fast as pouches transmitted through APO and Air Mail Registered channels; and
- c. The success of the Airgram depends upon a rapid pouch transit system.

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6 May 1958

MEMORANDUM FOR : All Cable Recipients

SUBJECT : Cable Data

1. The data contained in the attached summary and tables have been compiled by the Cable Secretariat in support of a comprehensive study being made by the Management Staff in an effort to determine the categories of cables in which some reduction in the number of words sent electrically might be effected. In addition to the utilization of this information by the Management Staff, it is hoped that the Operating Divisions, Action Units and Originating Units may, through study and analysis of the data, find that certain categories of traffic are disproportionately high and take steps to reduce the number of messages and words sent electrically.

2. In order to facilitate presentation, it was necessary to use symbols to denote categories of traffic. For an explanation of the categories, and for additional details as to what types of cables are included in each category, see Enclosure 1. It was also necessary to exclude from the tabulation 59 outgoing multiple action addressee cables since they did not lend themselves to tabulation.

3. See Enclosure 2 for an index to all tables.

Cable Secretary

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Enclosures:

1-Categories

2-Index to Tables

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SUMMARY

1. A study was made in April of 2,169 IN and 794 OUT cables, totalling 2,963 cables. This total is somewhat less than an average week. To determine the approximate number of cables which might be sent in any category in an average month, multiply the figure shown in such category by 5.5.

2. Following the guidance furnished in Inclosure I, it was determined that 1,984 (67%) of all cables studied were operational, 321 (10.8%) were intelligence, and 658 (22.2%) were administrative. In terms of words 7,703 (4.1%) were operational (traces), 119,598 (63.6%) were operational (other than traces), 45,736 (24.3%) were intelligence and 14,955 (8%) were administrative.

3. The following figures provide a breakdown of messages among DD/P, DD/I and DD/S Units :

	No. Action	No. Orig.	Total Msgs	% of Total	Total Words	% of Total
DD/P 1973		687	2660	89.9	175844	93.6
DD/I 36		8	44	1.5	5241	2.8
DD/S 160		95	255	8.6	6737	3.6

4. A projection based on multiplying computed figures by 5.5 to bring the totals to the monthly average of 16,200 IN and OUT cables permits the following comparisons to be made :

<u>Category</u>	Average words per cable	Average cables per month	Percentage of total cables	Total words per month	Percentage of total words per month
A Ops traces & POA	32	1300	8.	41600	4.1
B Ops - other	68	9560	59.1	650080	63.7
C Intelligence	142	1750	10.8	248500	24.3
D Registry	54	20	.1	1080	.1
E Security	40	200	1.2	8000	.8
F Personnel	23	1690	10.4	38870	3.8
G Logs	21	910	5.6	19110	1.9
H Budget & Fiscal	17	690	4.3	11730	1.1
I Communication (technical)	28	80	.5	2240	.2
		16,200	100.	1,021,210	100.

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CATEGORIES

Category

TYPES OF CABLES

- A. Ops-Traces & POA - Include here the requests for traces, requests for POA's, requests for CSA's, requests for security and crypto clearances, and similar matters, including replies to such requests.
- B. Ops-Other - Include here all cables which are primarily operational in nature, other than those put in category A. A cable requesting project approval and furnishing information as to commo support is primarily operational, not support. Also, a cable essentially operational in nature but which contains intelligence should be counted in the ops category.
- C. Intel - Include here all cables which are essentially intelligence reports. All cables furnished DD/I direct should be placed in this category, as should all cables set up in intel report format.
- D. Registry - Include here all cables coming within the scope of the following:
1. Routing and control problems - cables - dispatches
 2. Dissemination of Regulations and Notices
 3. Maintenance of records
 4.
 5. Records disposal - storage
 6. Vital Materials
 7. Forms - design - printing - delivery
- E. Security - Include here all cables coming within the scope of the following:
1. Safeguarding and storage of classified material
 2. Transmittal of classified material
 3. Security inspection - problems
 4. Building security
 5. Control of visitors
 6. Security indoctrinations
 7. Violations by employees -(not oper - not CE)
 8. Credentials- issue - lost
 9. Lost or misplaced classified material
 10. Safety program and standards
 11. Marriage foreign nationals
 12. Permission to write or publish
 13. Permission to appear in public forums, radio, T.V.
 14. Training outside CIA
 15. Travel outside of assigned area

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F. Personnel - Include here such cables as are described below, keeping in mind that even though the individual concerned may be a member of Commo or Logistics or any other component, the essential fact is that the subject matter is essentially of a nature in which the action is to be taken by a personnel officer.

1. Arrival - departure
2. Discipline
3. Leave
4. Assignment - reassignment
5. Personnel actions (even tho a Log - Compt. Empl.)
6. Insurance claims
7. Loans
8. Recruitment (other than of agents)
9. Termination - resignation (other than of agents)
10. Training - (except operational training)
11. Duty status
12. Cover (other than that which appears to be primarily ops)
13. Staffing pattern - state
14. Travel orders
15. Processing in and out
16. Fitness reports
17. Position evaluation
18. Organization and position changes
19. Reports
20. Personal taxes
21. Time and attendance - overtime

G. Logs. - Include here cables concerning:

1. Requisitions - order - follow-up - more info
2. Shipping instruction - Agency material - personal effects
3. Furniture - storage - claims
4. Vehicles - Agency - QP - Personal - Registration - license - use - accidents - purchase - disposal
5. Real estate and government owned property - acquisition, disposal alteration - maintenance - taxes
6. Cold war stock pile requirements
7. Accountable officer designation

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H. Budget and Fiscal - Include here such cables as fall within the following categories:

1. Budget estimates
2. Fund availability
3. Allotment of funds
4. Currency exchange
5. Delinquent accounts
6. Monthly accountings
7. Request for advance of confidential funds
8. Accounting requirements
9. Audit reports
10. Travel vouchers
11. Budget and fiscal reports
12. Budget and fiscal regulations

I. Commo Tech - Include here those cables concerning the technical aspects of communication, e.g., need for tech manual on repair of radio transmitters; assignment of frequencies, etc.

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S E C R E T - TABLE I ---IN's

Number of CIA IN cables, showing category and Action Unit

Action Unit	A	B	C	D	E	F	G	H	I	TOTAL
SE	10	40	13	0	1	6	6	1	0	77
SR	22	95	10	0	0	2	0	0	0	129
EE	50	135	19	0	1	20	0	4	0	229
IOD	24	41	0	0	0	1	2	0	1	69
WE	12	109	18	1	0	12	3	1	0	156
WH	15	62	50	0	1	24	2	3	0	157
FE	16	465	69	2	7	60	20	6	2	647
NEA	11	210	103	0	0	30	5	3	0	362
FI	0	55	0	0	0	0	0	4	0	59
MI	0	3	0	0	0	0	0	0	0	3
PP	0	20	0	0	0	1	2	0	0	23
TSS	0	13	0	0	0	12	11	2	0	38
Other DD/P	0	3	0	0	6	7	5	3	0	24
FD	0	0	0	0	0	3	0	59	0	62
OL	0	0	0	0	0	1	8	0	0	9
OL/TD	0	0	0	0	0	5	10	0	0	15
OC	0	9	0	0	0	20	20	0	7	56
Other DD/S	0	3	0	0	3	11	0	1	0	18
OSI	0	1	4	0	3	0	0	0	0	8
ORR	0	1	4	0	0	0	0	0	0	5
CI	0	1	10	0	0	0	0	0	0	11
Other DD/I	0	2	8	0	0	2	0	0	0	12
TOTAL	160	1268	308	3	22	217	94	87	10	2,169

S E C R E T

-- TABLE II -- OUT's

Number of CIA OUT cables, showing category and Originating Unit

Originating Unit	A	B	C	D	E	F	G	H	I	TOTAL
SE	11	26	0	0	0	3	4	1	0	45
SR	7	48	0	0	0	0	3	0	0	58
EE	6	44	0	0	0	7	0	5	0	62
IOD	6	40	0	0	0	0	0	0	0	46
WE	8	49	3	0	0	4	2	0	0	66
WH	9	51	0	0	1	18	4	3	0	86
FE	10	107	0	0	4	24	5	5	0	155
NEA	20	81	3	1	3	8	10	0	0	126
FI	0	8	0	0	0	0	0	3	0	11
I	0	3	0	0	0	0	0	0	0	3
PP	0	2	0	0	0	2	1	0	0	5
TSS	1	4	0	0	0	2	4	1	0	12
Other DD/P	0	3	0	0	6	3	0	0	0	12
FD	0	1	0	0	0	2	0	18	0	21
OL	0	0	0	0	0	1	11	0	0	12
OL/TD	0	0	0	0	0	0	22	3	0	25
OC	0	4	0	0	1	13	6	0	6	30
Other DD/S	2	0	0	0	1	4	0	0	0	7
OSI	0	0	3	0	0	0	0	0	0	3
ORR	0	0	2	0	0	0	0	0	0	2
OCI	0	1	2	0	0	0	0	0	0	3
Other DD/I	0	0	0	0	0	0	0	0	0	0
TOTAL	80	476	13	1	16	91	72	39	6	794

S E C R E T

TABLE III - TOTAL

Number of CIA IN and OUT cables, showing category, and Action/
Orig. Unit

Action/Orig Unit	A	B	C	D	E	F	G	H	I	TOTAL
SE	21	66	13	0	1	9	1	2	0	112
SR	29	143	10	0	0	2	3	0	0	187
EE	56	179	19	0	1	27	0	9	0	291
IOD	30	81	0	0	0	1	2	0	1	115
WE	20	158	21	1	0	16	5	1	0	222
WH	24	113	50	0	2	42	6	6	0	243
FE	26	572	69	2	11	84	25	11	2	802
NEA	31	291	106	1	3	38	15	3	0	488
FI	0	63	0	0	0	0	0	7	0	70
	0	6	0	0	0	0	0	0	0	6
PP	0	22	0	0	0	3	3	0	0	28
TSS	1	17	0	0	0	14	15	3	0	50
Other DD/P	0	6	0	0	12	10	5	3	0	36
FD	0	1	0	0	0	5	0	77	0	83
OL	0	0	0	0	0	2	19	0	0	21
OL/TD	0	0	0	0	0	5	32	3	0	40
OC	0	13	0	0	1	33	26	0	13	86
Other DD/S	2	3	0	0	4	15	0	1	0	25
OSI	0	1	7	0	3	0	0	0	0	11
ORR	0	1	6	0	0	0	0	0	0	7
CI	0	2	12	0	0	0	0	0	0	14
Other DD/I	0	2	8	0	0	2	0	0	0	12
DCI	0	4	0	0	0	0	0	0	0	4
TOTAL	240	1,744	321	4	38	308	166	126	16	2,963

S E C R E T

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TABLE I

Number of words in CIA IN and OUT cables showing category and action/originating unit.

Action/ Orig. Unit	A	B	C	D	E	F	G	H	I	total IN's	A	B	C	D	E	F	G	H	I	total OUT's	total IN/OUT
SE	187	3190	2413		100	25	200	15		6130	160	1054				5	10	35		1264	7394
SR	1105	6205	1362			48				8720	31	2200					20			2251	10971
EE	1280	8360	1243		40	349		205		11877	650	1971				307		97		3025	14902
IOD	463	2775				5	50		17	3310	115	890								1005	4315
WE	249	4435	3335	70		450	25	42		8606	123	2266	75			40	30			2534	11140
WH	667	6220	7593		15	400	45	30		14970	96	1382			20	194	30	28		1750	16720
FE	765	43076	8919	113	465	1675	425	105	45	55588	79	6966			55	813	73	95		8081	63669
NEA	667	14091	15848			415	303	105		31429	641	7163	30	35	45	292	280			8486	39915
FI		2538						10		2598		745						70		815	3413
		345								345		90								90	435
PP		380				30	15			425		145				45	65			255	680
TSS		340				167	140	25		672	10	75				20	70	30		205	877
other DD/P		1058			45	30	60	15		1208					150	55				205	1413
FD						55		977		1032		20				50		215		285	1317
OL						5	210			215						58	85			143	358
OL/ID						100	105			205							407	20		427	632
OC		290				674	762		250	1976		70			30	272	161		145	678	2654
other DD/S		870			425	330		15		1640	15				18	103				136	1776
OSI		25	235		125					385			55							55	440
ORR		20	80							100			55							55	155
SI		60	1165							1225		30	1805							1835	3060
other DD/I		33	1523			30				1586											1586
DCI																				170	170
TOTAL	5783	94361	43716	183	1213	4788	2340	1544	312	154242	1920	25237	2020	35	318	2254	1231	590	145	33750	187999

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TABLE V

Percentage of CIA IN and OUT cables showing category and action/originating unit

	IN									OUT									
	A	B	C	D	E	F	G	H	I	A	B	C	D	E	F	G	H	I	
SE	2.3	3.2	4.2		4.5	2.8	6.5	2.2		5.6					5.3	5.6	2.6		
SR	13.7	7.5	3.2			.9				8.7	10.					4.2			
EE	31.3	10.6	6.3		4.5	9.2		4.6		7.5	9.3				7.7		12.8		
IOD	15.	3.2				.5	2.1		10.	7.5	8.4								
WE	7.5	8.6	5.8	33.3		5.5	3.2	1.2		10.	10.3	23.			4.4	2.8			
WH	9.4	4.9	16.3		4.5	11.	2.1	13.4		11.3	10.7			6.3	19.5	5.6	7.7		
FE	10.3	6.6	22.4	66.7	31.8	27.6	21.3	6.8	20.	12.5	22.6			25.	26.5	6.9	12.8		
NEA	6.8	16.5	33.4			13.8	5.3	3.4		25.	17.	23.	100.	18.6	8.8	13.9			
FI		4.4						4.7			1.7						7.7		
		.2									.6								
PP		1.6				.5	2.1				.4				2.2	1.2			
TSS		1.1				5.5	11.7	2.3		1.3	.8				2.2	5.6	2.6		
other DD/P		.2			27.3	3.2	5.3	3.4			.6			37.5	3.3				
ED						1.5		67.8			.2				2.2		46.1		
OL						.5	8.5								1.1	15.3			
OL/TD						2.3	10.6									30.6	7.7		
OC		.7				9.2	21.3		10.		.8			6.3	14.4	8.3		100	
other DD/S		.2			13.7	5.1		1.2		2.5				6.3	4.4				
OSI		.1	1.3		13.7							23.							
ORR		.1	1.3									15.5							
U		.1	3.2								.2	15.5							
other DD/I		.2	2.6			.9													
DCI																			
TOTAL	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100

Percentage of words in CIA IN and OUT cables showing category and action/originating unit.

Action/ Orig unit	IN									OUT								
	A	B	C	D	E	F	G	H	I	A	B	C	D	E	F	G	H	I
SE	3.2	3.4	5.5		8.2	.5	8.6	1.		8.3	4.2				.2	.8	5.9	
SR	19.1	6.6	3.2			1.				1.6	8.7					1.7		
EE	29.1	8.9	2.8		3.3	7.4		13.3		33.9	7.8				13.6		16.5	
IOD	8.	2.9					2.1		5.4	6.	3.5							
WE	4.4	4.8	7.6	3.3		9.5	1.1	2.7		6.4	9.	3.7			1.8	2.4		
WH	11.5	6.6	17.5		1.2	8.4	2.	1.9		5.	5.5			6.3	8.6	2.4	4.7	
FE	13.2	45.7	20.4	61.7	38.3	35.	18.1	6.8	14.4	4.2	27.6			17.3	36.1	5.9	16.2	
NEA	11.5	14.9	36.3			8.7	12.9	6.8		33.3	28.4	1.5	100	14.2	13.	22.7		
FI		2.7						5.6			3.						11.8	
		.4									.4							
PP		.4				.6	.6				.6				2.	5.3		
TSS		.4				3.5	5.9	1.6		.5	.3				.9	5.7	5.1	
other DD/P		1.1			3.7	.6	2.6	1.						47.	22.4			
FD						1.1		63.3							2.2		36.4	
OL							9.								2.6	6.9		
OL/TD						2.1	4.5									33.	3.4	
OC		.3				14.1	32.6		80.2		.3			9.4	12.	13.2		100
other DD/S		.9			34.9	6.9		1.		.8				5.6	4.6			
OSI			.5		10.4							2.7						
ORR												2.7						
CCI			2.7									89.4						
other DD/P			3.5			.6												
DCI																		
TOTAL	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100

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CABLE CONTROL OFFICER

1. Job Summary

Serves as CIA Cable Control Officer responsible for the substantive review of incoming and outgoing cables to establish criteria for the preparation of more precise regulations governing the use and preparation of cables and to insure adherence by originating offices to the policies set forth in these regulations. Position is physically located in the Cable Secretariat to facilitate performance of duties.

2. Duties and Responsibilities

- a. Conducts a substantive review on a post-audit basis of incoming and outgoing cables disseminated by the Cable Secretariat to detect the nature, extent, and frequency of infractions to existing regulations governing the transmission of information by cable methods, and for the purpose of developing more precise regulations where present regulations fail to provide clear, understandable prohibitions to the originating offices on such subjects as:
 - (1) Determining the possibility of cable transmission in lieu of dispatches upon consideration of the destination and the desk-to-desk transit time for dispatches, as well as the estimated time of arrival via both pouch and cable media;
 - (2) Ascertaining the essentiality of the priority assigned to individual cables in consideration of the importance, sensitivity, and urgency of the substantive content;
 - (3) Determining the wordiness of cables; and
 - (4) Determining whether a cable is of sufficient importance, timeliness, and sensitivity to warrant cable transmission, or whether the interests of CIA would be better served if the dispatch medium was used to transmit the material.
- b. Provide current data to the Office of Training concerning the nature, extent, and frequency of infractions to further improve the Cable Writing Course content.
- c. Initiates a report of misuse of cables in instances where, in his judgment, infractions and abuses of regulations governing the use and preparation of cables have occurred. This report

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which he provides is directed to the office or area division concerned, via the appropriate Deputy Director, and gives notification as to the specific cable violation or malpractice and that such infractions will be brought to the attention of the DCI through prescribed reporting channels. Maintains a record of the number of such infractions by type, originating office, and releasing and originating official involved. Compiles such statistical data in the form of a monthly report for submission to the DCI. (NOTE: The full impact of such reports is evidenced when the DCI reports such information to the Deputy Director in staff meetings.) Monitors subsequent cables to determine extent of compliance with prevailing regulations. Upon observing repeated infractions on the part of particular offices or individuals, prepares memorandum for the signature of the Executive Officer, DCI to the offending office via the appropriate Deputy Director.

- d. On the basis of abuses noted, recommends through appropriate channels, the scheduling of individuals for instruction in cable writing techniques and procedures.
- e. Initiates studies designed to reduce cable traffic, e.g., studies the average number of words used in personnel type cables over a given period and suggests areas of improvement.

3. Supervision Received

Receives general administrative and policy guidance from the Executive Officer, DCI. Incumbent's responsibility for the preparation and interpretation of cable regulations is not subject to close review. Supervisor is usually available for consultation in connection with unprecedented or "borderline" infractions of cable regulations. Exercises complete independence of judgment and action in determining that an infraction exists and in notifying offending offices of repeated infractions. Some Agency and DD/P regulatory issuances govern the use of, preparation, and dissemination of cables. However, one of his major responsibilities will be the development of more precise regulations on the use of cables.

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Approved For Release 2002/05/09 : CIA-RDP84-00499R000600040067-4

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